FY21 INTERAGENCY NONSTRUCTURAL FPMS CALL FOR PROPOSALS

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06 February 2020

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US Army Corps of Engineers®

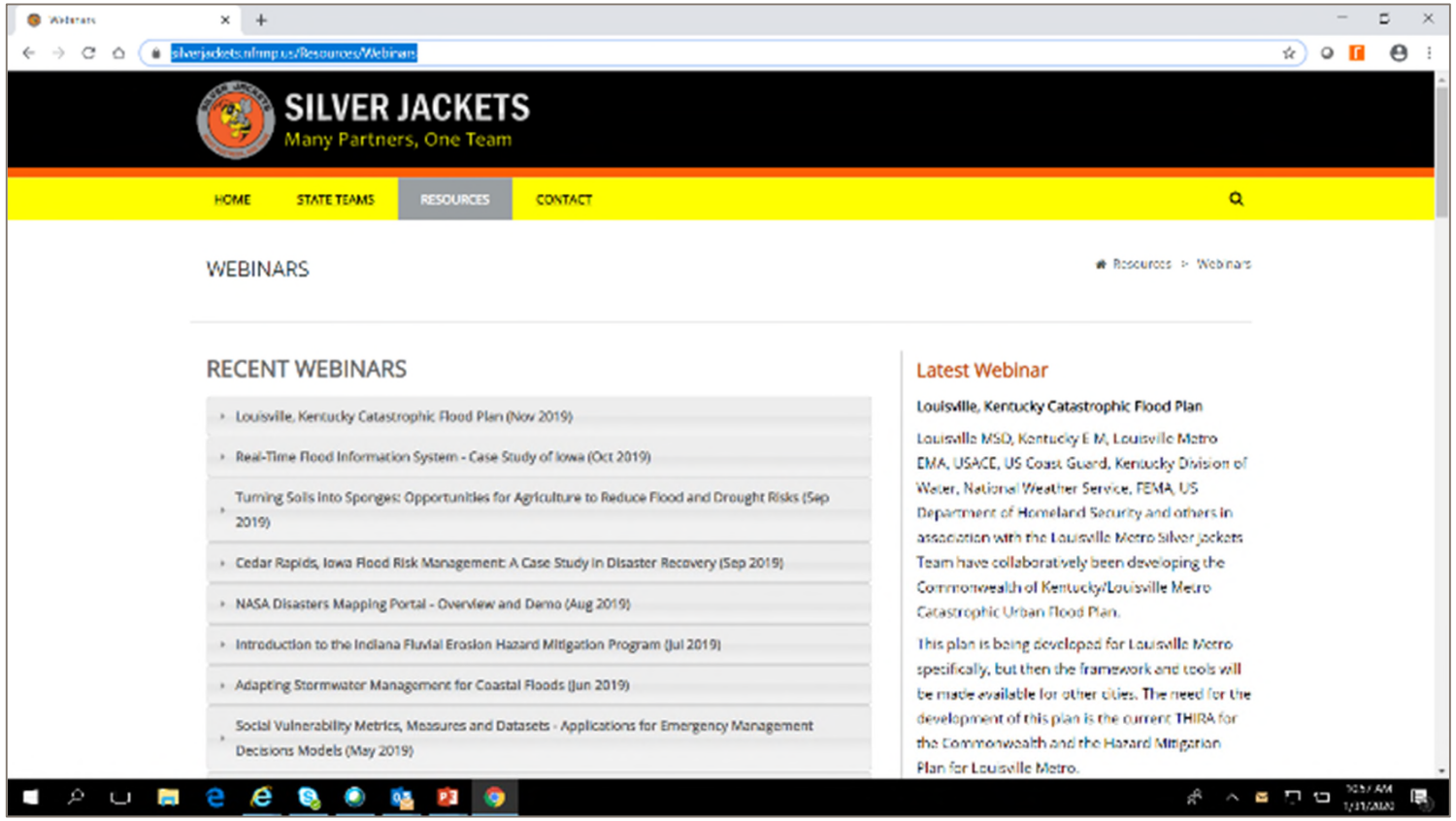
PURPOSE

Review opportunities and limitations of Flood Plain Management Services Program (FPMS) and the set-aside for interagency nonstructural special studies

– For internal USACE audience
– What can the program do?
– Who can take advantage of it?
– Examples

Review FY21 proposal process
– Why a proposal process?
– Pulling together a proposal
– Review and evaluation
– Notification and funding
– Tips and cautions
– Timelines

Answer questions (Q&A at end)



Materials from 4 Feb 2020 Webinar held for **external partners**, will be available at https://silverjackets.nfrmp.us/Resources/Webinars

FLOOD PLAIN MANAGEMENT SERVICES PROGRAM

Flood Plain Management Services (FPMS)
Authority: Section 206 of Flood Control Act of 1960

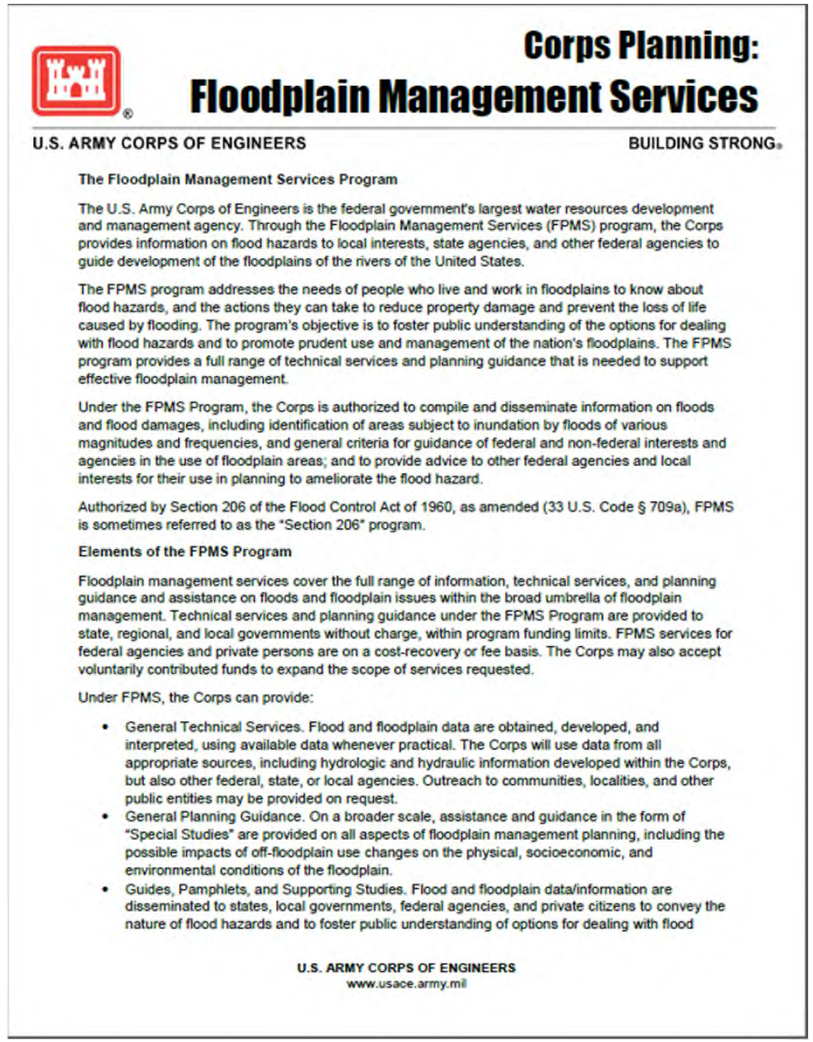
Advises, recommends, educates, informs, and provides technical support in response to state, regional or local governments; other non-Federal public agencies and Indian tribes

Provides USACE expertise to address flood plain and off flood plain use changes, flood risk and flood hazards

Full Federal cost (but cost-recovery basis for other Federal agencies or private persons), with potential for additional voluntary contributions

Excludes:

- USACE execution of FPMS outputs
- Detailed planning, design and economic analysis
- Detailed and extensive mapping



Corps Planning:
Floodplain Management Services

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The Floodplain Management Services Program

The U.S. Army Corps of Engineers is the federal government's largest water resources development and management agency. Through the Floodplain Management Services (FPMS) program, the Corps provides information on flood hazards to local interests, state agencies, and other federal agencies to guide development of the floodplains of the rivers of the United States.

The FPMS program addresses the needs of people who live and work in floodplains to know about flood hazards, and the actions they can take to reduce property damage and prevent the loss of life caused by flooding. The program's objective is to foster public understanding of the options for dealing with flood hazards and to promote prudent use and management of the nation's floodplains. The FPMS program provides a full range of technical services and planning guidance that is needed to support effective floodplain management.

Under the FPMS Program, the Corps is authorized to compile and disseminate information on floods and flood damages, including identification of areas subject to inundation by floods of various magnitudes and frequencies, and general criteria for guidance of federal and non-federal interests and agencies in the use of floodplain areas; and to provide advice to other federal agencies and local interests for their use in planning to ameliorate the flood hazard.

Authorized by Section 206 of the Flood Control Act of 1960, as amended (33 U.S. Code § 709a), FPMS is sometimes referred to as the "Section 206" program.

Elements of the FPMS Program

Floodplain management services cover the full range of information, technical services, and planning guidance and assistance on floods and floodplain issues within the broad umbrella of floodplain management. Technical services and planning guidance under the FPMS Program are provided to state, regional, and local governments without charge, within program funding limits. FPMS services for federal agencies and private persons are on a cost-recovery or fee basis. The Corps may also accept voluntarily contributed funds to expand the scope of services requested.

Under FPMS, the Corps can provide:

- General Technical Services. Flood and floodplain data are obtained, developed, and interpreted, using available data whenever practical. The Corps will use data from all appropriate sources, including hydrologic and hydraulic information developed within the Corps, but also other federal, state, or local agencies. Outreach to communities, localities, and other public entities may be provided on request.
- General Planning Guidance. On a broader scale, assistance and guidance in the form of "Special Studies" are provided on all aspects of floodplain management planning, including the possible impacts of off-floodplain use changes on the physical, socioeconomic, and environmental conditions of the floodplain.
- Guides, Pamphlets, and Supporting Studies. Flood and floodplain data/information are disseminated to states, local governments, federal agencies, and private citizens to convey the nature of flood hazards and to foster public understanding of options for dealing with flood

U.S. ARMY CORPS OF ENGINEERS
www.usace.army.mil

https://planning.erdc.dren.mil/toolbox/library/FactSheets/fpmsfactsheet_June2017.pdf

WHAT FPMS OFFERS

General Technical Services
– Obtain, develop, and interpret flood and floodplain data
– Outreach to public entities upon request

General Planning Guidance
– Undertake “special studies” on all aspects of floodplain management planning
– Includes physical, socioeconomic, and environmental conditions of floodplain

Guides, Pamphlets, Supporting Studies
– Disseminate flood and floodplain data to foster public understanding of hazards and options

National Flood Insurance Program Support (on reimbursable basis)

Some FPMS Activities & Products
Floodplain delineation
Flood hazard evaluation
Hurricane evacuation
Flood warning / preparedness
Comprehensive floodplain management
Flood risk reduction
Urbanization impacts
Storm water management
Flood proofing
Inventory of flood-prone structures
Workshops
Guides and Pamphlets / Risk Communication
Tabletop exercises
Emergency Action Plan / Floodplain Management Plan Assistance
Natural and nature-based solutions
Assessment tools and processes

Studies / guidance / assistance for non-Federal governments at full Federal cost; ability to accept contributions to achieve greater outcomes

INTERAGENCY NONSTRUCTURAL SPECIAL STUDIES

Set-aside under FPMS (CCS 251)

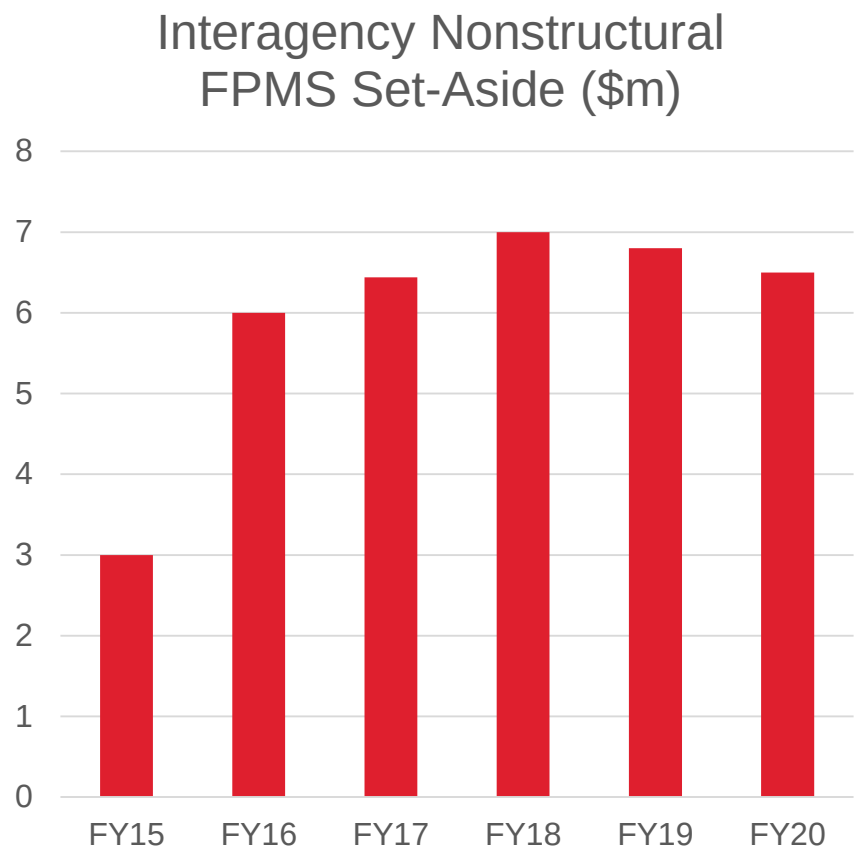
– Interagency
  - At least 2 governmental partners beyond USACE
  - Other partners as helpful; not limited to governmental

– Nonstructural
  - Seek to reduce flood risk through nonstructural means
  - Reduce flood consequences (as opposed to altering nature or extent of flood hazard)

Goals:

– Collaborative work with partners
– Integrated solutions
– Outcomes: include or enable flood risk management action

Unlike other parts of FPMS, annual proposal process to allocate funds to Districts, typically for USACE labor – **not a grant**

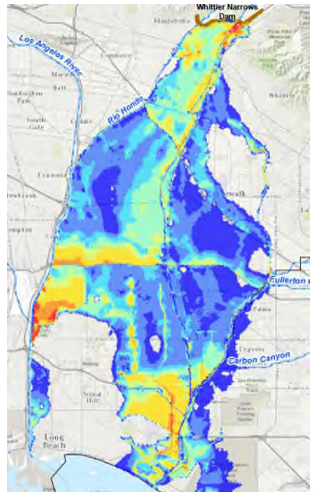


California

Multi-City Evacuation Planning Downstream of Whittier Narrows Dam

Project Description

- This project utilizes a previously developed Evacuation Plan for the City of Pico Rivera, CA, a city with the highest risk associated with the DSAC 1 Whittier Narrows Dam (WRNS), to include over 25 other at-risk communities.
- The project supports Federal, state, & local needs for preparedness and emergency planning to reduce risk.
- Relevant USACE dam safety and EAP data used to aid in the plan development.



Flood Risk Reduction Benefits

- Compiling and sharing dam safety data, then coordinating the development of the Multi-City Evacuation Plan, will reduce flood risk by ensuring proper preparedness planning for flood specific emergencies that require evacuation are in-place.
- Early communication with neighboring at risk communities will enable continued coordination and future collaboration on multi-city preparedness planning efforts.

Challenges Overcome / Continuing Challenges

- WNRS is located in the highly urbanized and densely populated Los Angeles County, CA. The population-at-risk includes over 25 other communities with over 1 mil. people, so coordination, communication, and effective evacuation planning is challenging.
- Shared data and early communication is helping coordination efforts.
- USACE dam safety data is being utilized to conduct traffic modeling to identify safe and efficient evacuation routes.

Partners and Project Cost

Agency	Investment
CA DWR	$15K In-kind
25 Local Cities	$375K In-kind
Los Angeles County	$15K In-kind
Orange County	$15K In-kind
Area E Disaster Management Office	$15K In-kind
USACE	$100K
TOTAL	**$535K**

Successes/Best Practices

- Sharing data from ongoing USACE flood risk management and dam and levee safety studies, including the utilization of modeling tools, will help better inform at risk communities on the need for preparedness activities such as evacuation planning, while reiterating the need for collaboration and communication to ultimately reduce risk.

Project Point of Contact
David L. Silvertooth, PE, CFM
USACE Los Angeles District

District of Columbia

Watts Branch Flood Risk Management Study

Project Description

- Bring together interagency partners to develop a holistic approach to address flood risk in the Watts Branch neighborhoods, which consist of vulnerable populations
- Provide updated flood models, floodplain maps, and an outreach plan to communicate flood risk to local communities and gov't
- Identify potential structural and nonstructural flood mitigation measures that may be pursued in the future to reduce flood risk
- Identify relevant federal and local policies which have a nexus with neighborhood flooding issues, land use issues and other community development issues

Flood Risk Reduction Benefits

- Updated flood maps and modeling will provide local government and community a better understanding of flood risk
- An outreach plan will provide community members and vulnerable populations with preemptive actions that can be taken prior to flood events to reduce flood damages and impacts
- Identified future funding methods will assist local government and communities in implementing future projects
- Flood risk reduction concept designs will be developed in Phase II of the project

Challenges Overcome / Continuing Challenges

- Large study area with over 700 buildings affected
- Multiple agencies involved in the project for coordination

Partners and Project Cost

Agency	Investment
USACE	$175K
DOEE	$81K in-kind
DC HSEMA	$59K in-kind
USGS	$15K in-kind
EPA	$14K in-kind
Georgetown University	$14K in-kind
DC Office of Planning	$12K in-kind
FEMA/NOAA/NWS/DC Water/DCRA	$11.5K in-kind (total)
TOTAL:	**$381.5K**

Successes/Best Practices

- Multiple agencies on team to ensure accuracy of maps and modeling and provide expertise for development of flood risk management strategies
- EPA is part of team and will identify potential green infrastructure opportunities
- Created project task groups (with various task leaders) to help manage coordination

Project Point of Contact
Marco Ciarla
USACE Baltimore District

West Virginia

Incorporation of Green Infrastructure into Hazard Mitigation Planning

Project Description

•A nationally competed/selected Environmental Protection Agency (EPA) Pilot Project to identify Green Infrastructure (GI) & Low Impact Development (LID) sites in Huntington, WV.

•Project results and lessons learned will be incorporated into the local/regional and state hazard mitigation planning/plans.

•GIS Model/Tool development to assist in identifying potential Green infrastructure / Low Impact Development - The intent of the model is to identify areas where green infrastructure can have the most impact on mitigating flood hazards, reduce losses, and improve water quality.

•Model and lessons learned will be expanded to state regional and nation levels.

Flood Risk Reduction Benefits

•GI & LID sites identified and prioritized. Results steer and encourage future sustainable development in the city proper and the associated drainage basins/watersheds impacting its flood risks, with public cooperation and engagement and zoning/code restrictions.

• Future construction at identified target sites can focus efforts and maximize outcomes, utilizing GI/LID in the project area.

•West Virginia Planning and Development Council Region II will incorporate project results in current and future hazard mitigation planning.

Challenges Overcome / Continuing Challenges

•Scope and identifying responsibilities.

•2017 disasters sapped resources.

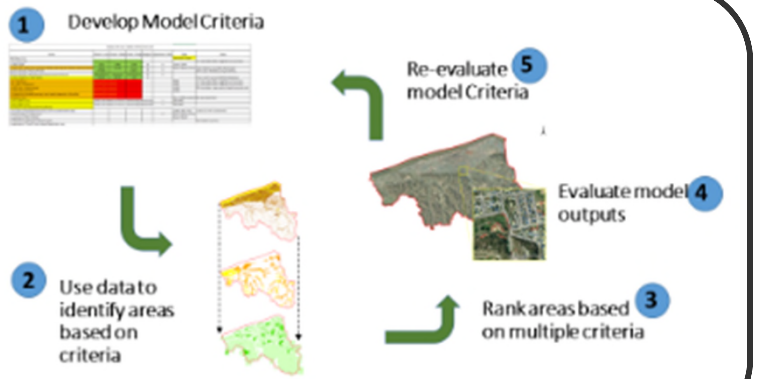
•USACE Silver Jackets role ended prior to completion on project – Finalizing and publishing the report (EPA).

•Future of the GIS Model/Tool: Continued Development? Use? Expansion Regional/Nationally?

•Regrouping team & finding resources to continue.

Partners and Project Cost

Agency	Investment
EPA	$120K Cash/In-kind
Huntington Storm Water Utility	$15K In-kind
KY/OH/WV Interstate Planning Commission	$15K In-kind
WV PPDC – Region III	$25K In-kind
USACE	$115
FEMA – Region III	$15K In-kind
Marshall University	Team Member
WV DHS & Others	$5K+ In-kind
TOTAL:	**$310K+**

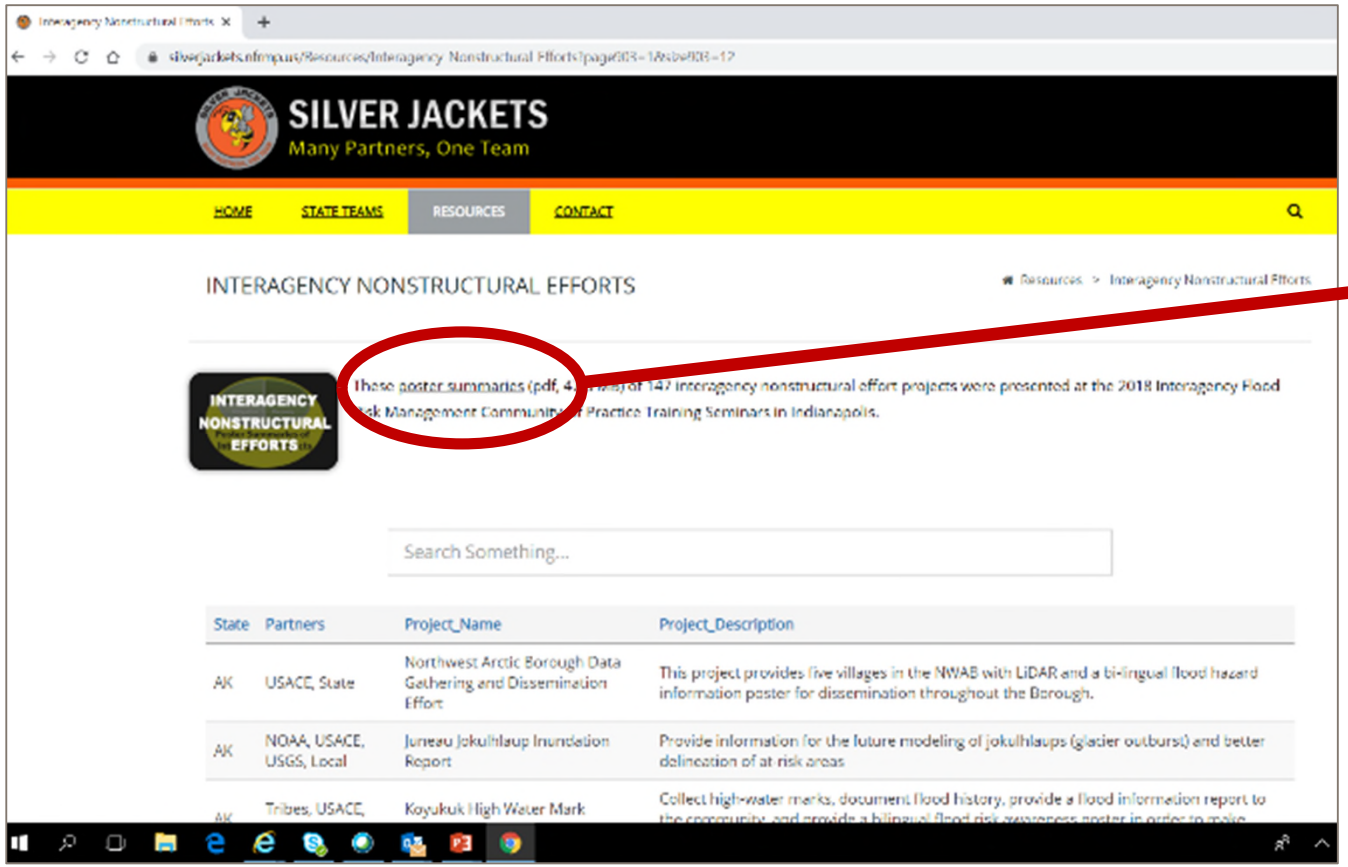


HUNTINGTON, WV

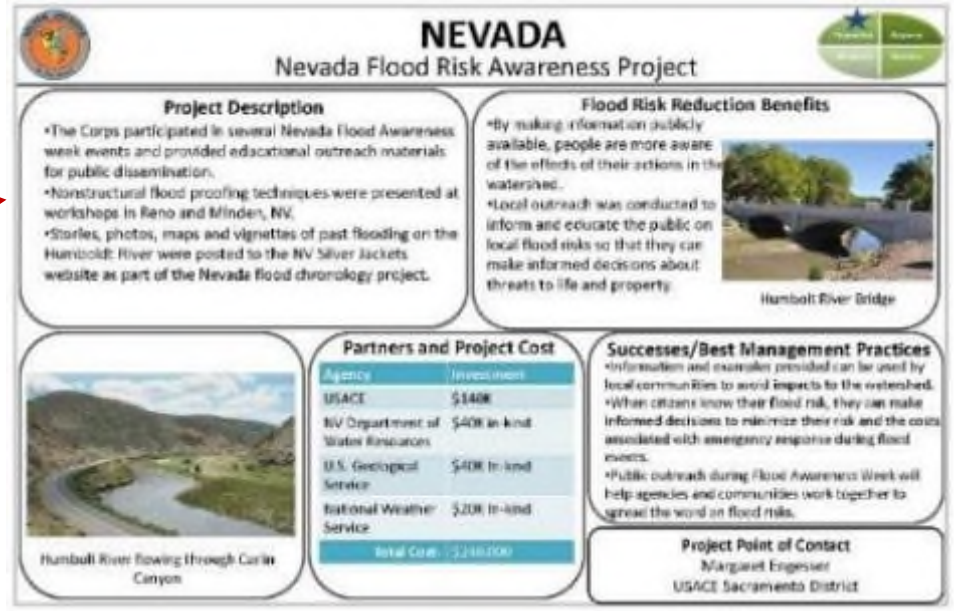
Project Point of Contact
Steve O'Leary
USACE Huntington District

SEARCHABLE INTERAGENCY PROJECT TABLE

http://silverjackets.nfrmp.us/Resources/Interagency-Projects



Example Project Summary Poster



Posters also available in Slide Libraries on Silver Jackets SharePoint site: https://team.usace.army.mil/sites/IWR/PDT/sj/

27 NOV 2019 CALL FOR PROPOSALS

See email from Lauren Diaz, HQ Planning (attached to this webinar's calendar invitation)

Highlights:

- **Not a grant program**; primarily USACE labor to assist non-Federal government
- **Interagency:** 2 additional governmental partners beyond USACE
- **Nonstructural:** should seek to reduce flood risk through nonstructural means
- Riverine or coastal
- Must enable flood risk management action
- Average request is $100,000
- 12-18 month execution (12 preferred)
- **Coordinate proposal before submission (with partners, within USACE)**
- District submits proposal through FPMS chain

Encouraged …
A wide range of partners, public and private
Supporting preparedness through all aspects of the flood risk management lifecycle
Natural and nature-based approaches consistent with understanding/uncertainty
Innovation through nonstructural flood risk management

PROPOSAL PROCESS TIMELINE

27 Nov 2019	“Call” for FY21 FPMS Interagency Nonstructural Proposals (Lauren Diaz)
As set by District	District leads (often Silver Jackets) provide District proposals to District FPMS PM
31 March 2020	Coordinated proposals due from District to MSC FPMS PM
April 2020	Initial review
May-June 2020	Review by MSCs and interdisciplinary committee
July 2020	Initial identification of proposals for FY21 funding
Aug 2020	POC prepares for FY21 funding (obtains AMSCO, unique P2, etc.)
Oct 2020	Initial FY21 funding available (no delay under Continuing Resolution)

PROPOSAL TEMPLATE

Required fill-in template

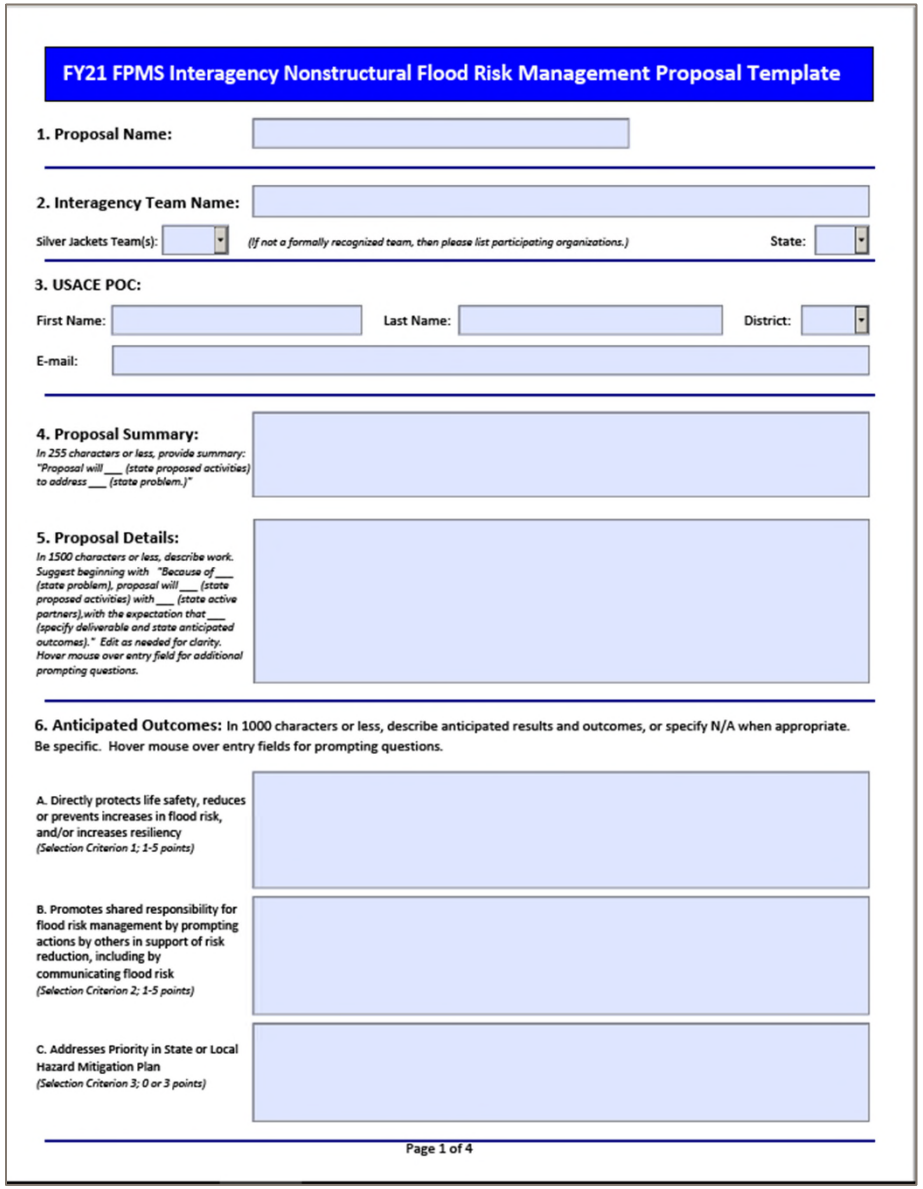
Major entries are cross-referenced to selection criteria, with possible point values identified

Evaluation guidelines for each selection criterion are included in separate “Call for Proposals”

Reflect coordination with partners

Reflect coordination at District, MSC

Upload single file to SharePoint (attach support file(s) to template)



FY21 FPMS Interagency Nonstructural Flood Risk Management Proposal Template

1. Proposal Name:

2. Interagency Team Name:

Silver Jackets Team(s): *(If not a formally recognized team, then please list participating organizations.)* State:

3. USACE POC:

First Name: Last Name: District:

E-mail:

4. Proposal Summary:
In 255 characters or less, provide summary: "Proposal will ___ (state proposed activities) to address ___ (state problem.)"

5. Proposal Details:
In 1500 characters or less, describe work. Suggest beginning with "Because of ___ (state problem), proposal will ___ (state proposed activities) with ___ (state active partners),with the expectation that ___ (specify deliverable and state anticipated outcomes)." Edit as needed for clarity. Hover mouse over entry field for additional prompting questions.

6. Anticipated Outcomes: In 1000 characters or less, describe anticipated results and outcomes, or specify N/A when appropriate. Be specific. Hover mouse over entry fields for prompting questions.

A. Directly protects life safety, reduces or prevents increases in flood risk, and/or increases resiliency
(Selection Criterion 1; 1-5 points)

B. Promotes shared responsibility for flood risk management by prompting actions by others in support of risk reduction, including by communicating flood risk
(Selection Criterion 2; 1-5 points)

C. Addresses Priority in State or Local Hazard Mitigation Plan
(Selection Criterion 3; 0 or 3 points)

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PROPOSAL SELECTION CRITERIA

1. Directly protects life safety, reduces or prevents increases in flood risk, and/or increases resiliency
2. Promotes shared responsibility for flood risk management by prompting actions by others in support of risk reduction, including by communicating flood risks
3. Addresses priority in State or Local Hazard Mitigation Plan
4. Leverages partner resources, with emphasis on collaborative execution
5. Proposals judged more favorably if they
   (A) improve environmental function; or
   (B) result in non-monetary social benefits (beyond life safety, resilience, or raising awareness)
6. Demonstrated execution of a submitter's previous efforts *[as of 31 March 2020]*

Reviewers' Guidelines for Evaluating Proposals are included in Call for Proposals

PARTNER SUPPORT

Need documented support from at least one non-Federal governmental partner

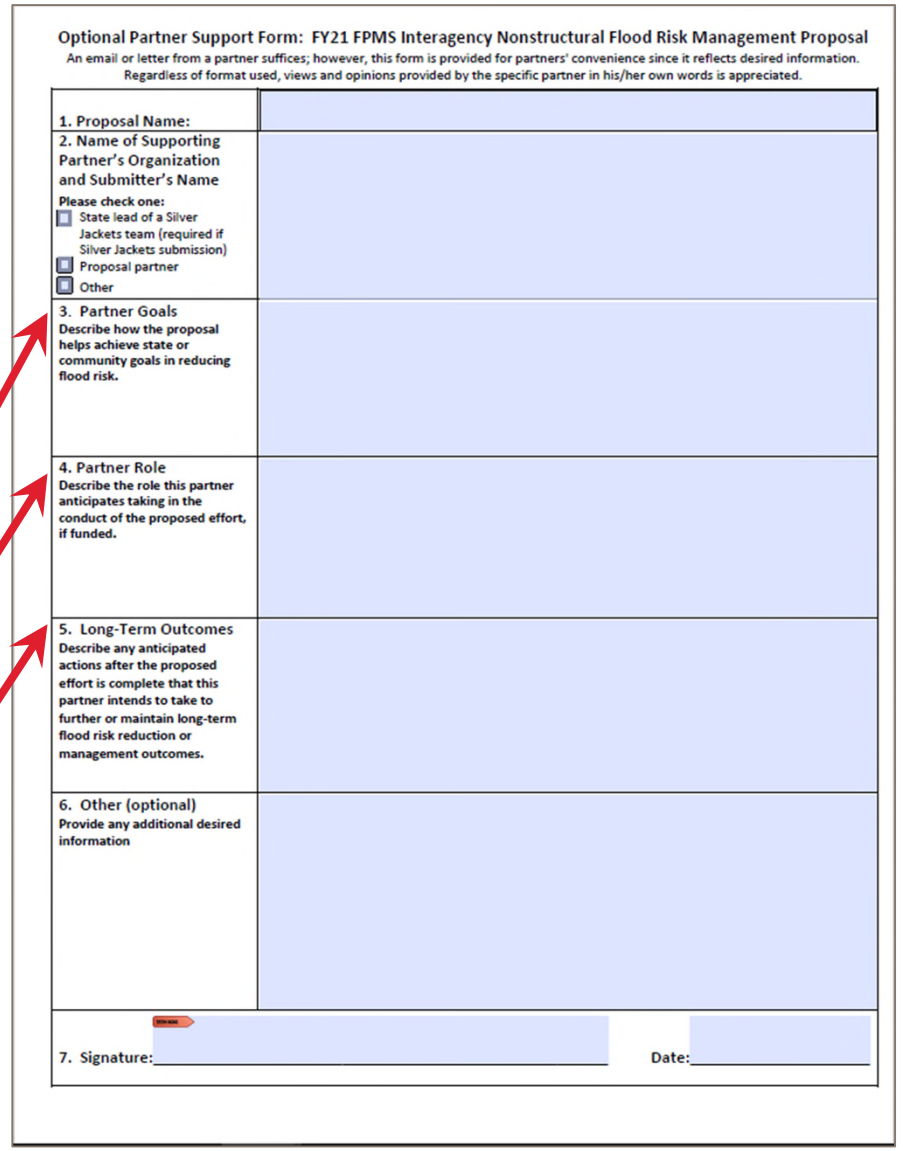
– If proposal is from a Silver Jackets team, must have documented support from state lead
– If proposal is not from a Silver Jackets team, must have documented support from special study partner

No required format (email, letter, optional template are OK)

3 things to include (already specified on optional template)

– How proposal helps achieve partner goals
– Partner role in conducting proposed effort
– Partner commitment to long-term outcomes

Optional Partner Support Form



Optional Partner Support Form: FY21 FPMS Interagency Nonstructural Flood Risk Management Proposal

An email or letter from a partner suffices; however, this form is provided for partners' convenience since it reflects desired information. Regardless of format used, views and opinions provided by the specific partner in his/her own words is appreciated.

1. Proposal Name:	
2. Name of Supporting Partner's Organization and Submitter's Name Please check one: ☐ State lead of a Silver Jackets team (required if Silver Jackets submission) ☐ Proposal partner ☐ Other	
3. Partner Goals Describe how the proposal helps achieve state or community goals in reducing flood risk.	
4. Partner Role Describe the role this partner anticipates taking in the conduct of the proposed effort, if funded.	
5. Long-Term Outcomes Describe any anticipated actions after the proposed effort is complete that this partner intends to take to further or maintain long-term flood risk reduction or management outcomes.	
6. Other (optional) Provide any additional desired information	
7. Signature:_____	Date:_____

TIPS AND CAUTIONS

TIP: Identify initial partners, jointly consider who else could add value

Interagency: at least two governmental partners beyond USACE, with emphasis on collaborative execution of planned work (roles suited to expertise and authorities)

Partners: Tribal, Federal, State, Local, teams, task forces.
Not limited to proposals developed by Silver Jackets teams.
How to bring coordinated expertise to bear, for the benefit of a non-Federal entity?

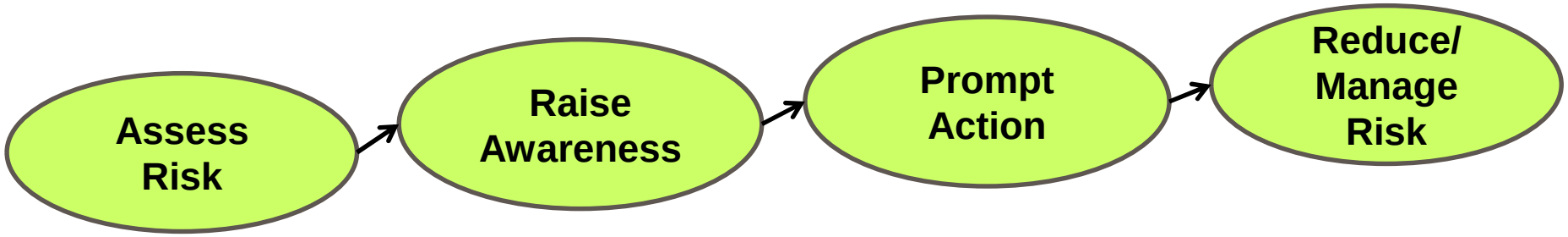
Examples:

– Can FEMA assist in pursuing grants?
– Can NOAA/NWS involvement improve flood warning effectiveness?
– Does EPA have a complementary goal that can also be achieved?
– Can the state or community undertake outreach to businesses and public?

Resources:

1. **October 2019 Updated Special Edition Silver Jackets Newsletter**
   http://silverjackets.nfrmp.us/Resources/Newsletter
2. **Searchable Federal Flood Risk Management Programs Website (beta)**
   https://ffrmp.nfrmp.us

TIP: Consider what project-oriented actions will change flood risk



Progression: Who will take action? What will they do? How will that action affect flood risk?

Who: To affect flood risk, often action is required beyond what USACE can offer. Consider upfront scoping engagement, to include those with decision authority.

Examples:

– Will the local government revise ordinances?

– Will the local government or state undertake measures to permanently remove structures from the floodplain?

Resources: 1. National Nonstructural Committee website
https://www.usace.army.mil/Missions/Civil-Works/Project-Planning/nfpc/

2. "Measurable Benefits" Prompts and Examples
https://team.usace.army.mil/sites/IWR/PDT/sj/Shared%20Documents/Projects

TIP: Coordinate!

External:

– Engage with partners prior to submission; specify name and date coordinated

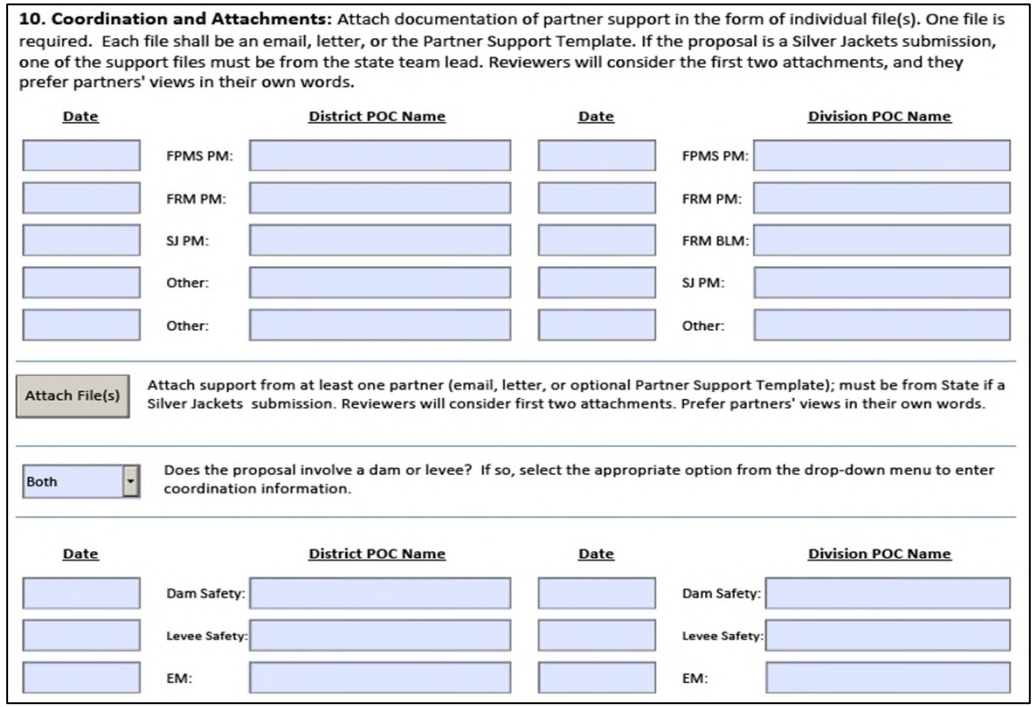
– Relevant proposals are shared with HQ-level agency contacts for information/stoppers; useful when local agency contact is aware

Internal:

– Coordinate with other USACE programs where appropriate prior to submission

– Coordinate proposals entailing dams and/or levees with dam and levee safety personnel and with Emergency Management personnel

– Specify coordination at District and MSC levels



10. Coordination and Attachments: Attach documentation of partner support in the form of individual file(s). One file is required. Each file shall be an email, letter, or the Partner Support Template. If the proposal is a Silver Jackets submission, one of the support files must be from the state team lead. Reviewers will consider the first two attachments, and they prefer partners' views in their own words.

Date		District POC Name	Date		Division POC Name
	FPMS PM:			FPMS PM:	
	FRM PM:			FRM PM:	
	SJ PM:			FRM BLM:	
	Other:			SJ PM:	
	Other:			Other:	

Attach File(s) — Attach support from at least one partner (email, letter, or optional Partner Support Template); must be from State if a Silver Jackets submission. Reviewers will consider first two attachments. Prefer partners' views in their own words.

Both — Does the proposal involve a dam or levee? If so, select the appropriate option from the drop-down menu to enter coordination information.

Date		District POC Name	Date		Division POC Name
	Dam Safety:			Dam Safety:	
	Levee Safety:			Levee Safety:	
	EM:			EM:	

Coordination can help ensure awareness, consideration of nexus with other related work and possible efficiencies or issues, consideration of alternative funding sources where appropriate (e.g., is this the right USACE program?)

TIP: Schedule and budget to meet internal / external expectations

External:

– If partner timing will be a factor, identify in proposal and schedule / budget accordingly
– Flag unusual circumstances in “12. Additional Comments (Optional)”

Internal:

– Budget funds for semi-annual updates and final close-out documentation
– Request funds in proposal by FY needed (“9. Funding Information”)
– Schedule and execute funds in the FY provided
– Carryover is possible, but should be an exception for unusual and unexpected issues

Caution: scrutinize any proposed contracting

FPMS makes USACE technical services and planning guidance and assistance available "within personnel and funding capabilities"

Program expectations: **FPMS funds support work by in-house (USACE) personnel**; while not categorically prohibited, use of FPMS funds for contracting is discouraged except under unusual circumstances

Tips if considering contracting:
– Does the needed expertise reside within USACE, perhaps at another District or Center?
– Can another partner provide the needed expertise within its authorities and resources?
– Can the proposed effort be framed to achieve valuable outcomes without contracting?

Proposal template includes check box for contracting

Resource: ER 1105-2-1000, Appendix G

Caution: limit proposed new data collection

FPMS guidance is to use available data from all sources whenever practical

Program expectations: **some small (overall and relatively), ancillary data collection may support provision of appropriate services**

Tips if considering data collection:

– Why isn't existing data sufficient for the intended purposes?
– Is collection discrete or ongoing (e.g., gaging)?
– What size geographic area is being covered?
– How much of the cost is data processing vs data collection?
– USACE surveys of individual buildings can be problematic
– **Rule of thumb (not a goal): ≤ 35% of overall USACE cost** devoted to data collection, ***if*** necessary and ancillary

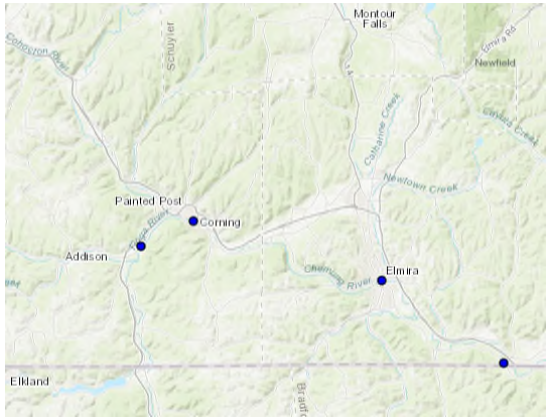
Proposal template includes check box for data collection

Resource: ER 1105-2-1000, Appendix G

Caution: sanity check floodplain mapping against Appendix G

FPMS guidance includes some restrictions regarding floodplain mapping

FPMS Program expectations: **provision of floodplain mapping is useful!** But it cannot substitute for other programs, should use or obtain information from others where feasible, and should not be overly extensive or detailed.



Tips for floodplain mapping:

- Why is mapping needed? Will existing mapping suffice?
- USACE provides National Flood Insurance Program (NFIP) support to FEMA on a cost-recovery basis; consider purpose (floodplain mapping under FPMS not a substitute for NFIP mapping but can be consistent with future NFIP use where reasonable and cost-appropriate)
- Encourage locality to be involved in floodplain mapping activities and reduce costs by furnishing field survey data, maps, historical flood information
- Use available data whenever practical
- Avoid extensive and detailed mapping; confine large-area long-reach delineation to non-Federal public and Tribal lands, areas not mapped in detail under NFIP
- Can assist with technical information that a community may subsequently use in FEMA map revisions; responsibility for revision process rests with community

Resource: ER 1105-2-1000, Appendix G

Caution: consider context of information dissemination

Consider scope, scale, expertise, and partners regarding information dissemination:

– **Guides, pamphlets, and supporting studies** may be disseminated to convey nature of flood hazards and to foster public understanding of options for dealing with flood hazards

– Within this context, **signage** is an acceptable means of conveying such information; however, expectation is that overall and relative cost is small; also, some partners may be well positioned to provide signage (e.g., DOT, recreation departments) and this can be explored

– Within this context, **websites** are an acceptable means of conveying such information; however, concerns can arise when significant development is needed raising question regarding in-house capability (e.g., is website development in our wheel house or is our expertise primarily with content?) and concerning ongoing hosting/maintenance costs (some partners may be well positioned to provide)

Caution: Miscellaneous Items

Avoid undertaking others' responsibilities; examples include:

– USACE can *assist,* but responsibility for developing a floodplain management plan rests with the community

– USACE can *assist a community* with community-oriented risk reduction efforts (e.g., evacuation planning), but responsibility for developing dam-oriented Emergency Action Plan rests with the dam owner

FPMS efforts for Federal agencies or private entities are on a reimbursable basis

Avoid augmenting efforts with a separate appropriation decision (e.g., cannot provide $4k/gage for NOAA AHPS)

Avoid FPMS in concert with, or as a deliberate lead-in, to a feasibility study

Avoid USACE-funded detailed design; avoid USACE-funded construction

Honor the spirit of this set-aside to promote nonstructural approaches to managing flood risk

Avoid appearance of USACE "endorsing" others' formal programs

Coordinate as needed to avoid getting ahead of the research curve

RESOURCES / COORDINATION

FPMS Program guidance (ER 1105-2-100)

HQUSACE FPMS and Planning staff

National Nonstructural Committee

Designated Public Involvement Specialists at USACE Districts

Communities of Practice, including
– Climate Preparedness and Resilience
– Conflict Resolution and Public Participation
– Environmental
– Geospatial
– Hydrology, Hydraulics and Coastal
– Tribal Nations

SUMMARY

Portion of Flood Plain Management Services funding apportioned to interagency nonstructural special studies (CCS 251)

"Call for FY21 Interagency Nonstructural Proposals" issued 27 Nov 2019

- Instructions
- Selection Criteria
- Evaluation Guidelines
- Templates

Coordinated proposals due 31 March 2020 to MSCs as single .pdf uploaded to SharePoint
(Districts may specify earlier date)

https://team.usace.army.mil/sites/IWR/PDT/sj/
Folder: "FY21 Interagency NS Proposals"

Tips, cautions, examples, resources available